



**DEFENSE ACQUISITION UNIVERSITY**  
2001 NORTH BEAUREGARD STREET  
ALEXANDRIA, VIRGINIA 22311-1772

EXECUTIVE SUMMARY

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION,  
TECHNOLOGY AND LOGISTICS) *NOV 23/00*  
PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE (AT&L)

THROUGH: DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION REFORM) *3/10/00*

FROM: PRESIDENT, DEFENSE ACQUISITION UNIVERSITY *TC 03/29/00*  
Prepared by: Dave Scibetta/DAU-DSMC/845-6755/29 Mar 00

SUBJECT: Defense Acquisition University Civilian Faculty Plan-ACTION

PURPOSE: To Obtain USD (AT&L) Approval of the DAU Civilian Faculty Plan

DISCUSSION:

- The attached DAU Civilian Faculty Plan (Tab B) has been developed under the provisions of Section 1746 of Title 10 U.S.C, in order to establish opportunities for a preeminent faculty in support of acquisition education. This plan will extend a baseline for excellence across the four DAU campuses at DSMC (Ft. Belvoir), Norfolk, Wright-Patterson AFB, and Ft. Lee in accordance with the provisions of DRID #52, DAU Consolidation. The attached plan has been fully coordinated with OUSD (P&R) as specified in DoD Directive 5000.57. The DAU Board of Visitors has reviewed the plan and its request to expand distributed education expertise has been added.
- This faculty plan provides four levels of faculty rank based on comprehensive qualifications in subject matter (experience and education), teaching, research, consulting, and managerial and service. Advancement in rank is accomplished through submittal of a qualifications portfolio to the Faculty Evaluation Board, which is chaired by the Provost. Professors are appointed for an initial term of four years under the provisions of excepted service. Extensions or reappointments are based on the needs of DAU, long term benefit to DoD performance, functional competence and currency, and managerial competence. All new faculty members shall be appointed under the provisions of this faculty plan; existing faculty will have an opportunity to convert immediately upon approval of the plan. There are approximately 235 civilian

faculty positions in DAU and 70 military. Acceptance of Title 10 appointments by all DAU civilian faculty would have an insignificant impact (less than .3%) on the DAU budget. Approval of the DAU Faculty Plan is the most significant benchmark in the transition of DAU to a cohesive, team-oriented institution.

COORDINATION:

OCT 27 2000

ASD (FM&P)

*Guinn* OGC *see OGC memo 7/27/00*

RECOMMENDATION: That the USD (AT&L) approve/sign the memorandum at Tab A.

USD (AT&L) DECISION:

*J. H. Anderson* Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ Other: \_\_\_\_\_



DEPARTMENT OF DEFENSE  
OFFICE OF GENERAL COUNSEL  
1600 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1600

July 27, 2000

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION,  
TECHNOLOGY, AND LOGISTICS)

SUBJECT: Defense Acquisition University Faculty Plan

I concur with the subject Plan, as revised in the attached draft and subject to coordination with the Under Secretary of Defense (Personnel and Readiness). This Plan should be incorporated formally into the DoD Directives System, in accordance with DoD Directive 5025.1.

A handwritten signature in black ink, appearing to read "Daniel J. Dell'Orto".

Daniel J. Dell'Orto  
Principal Deputy General Counsel

Attachment  
As stated





ACQUISITION AND  
TECHNOLOGY

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

NOV 13

MEMORANDUM FOR PRESIDENT, DEFENSE ACQUISITION UNIVERSITY

SUBJECT: Defense Acquisition University Civilian Faculty Plan

The attached Civilian Faculty Plan for the Defense Acquisition University was developed under the authority of Section 1746 of Title 10, U.S.C. It is hereby approved and forwarded for your implementation.

Attachment:  
As stated

A handwritten signature in cursive script, appearing to read "J. S. Gensler".

J. S. Gensler



# **Defense Acquisition University (DAU)**

## **CIVILIAN FACULTY PLAN**

- 1. PURPOSE:** The Civilian Faculty Plan is designed to provide the Defense Acquisition University with a preeminent faculty with the knowledge base, experience, and *communication skills necessary to reach the acquisition workforce with the information* necessary to enhance job skills. It serves to enhance personnel management and provide competitive compensation for the recruitment and retention of all civilian faculty in the excepted service assigned to DAU.
- 2. AUTHORIZING LEGISLATION:**
  - a. Title 10, United States Code, Chapter 87, Section 1746, authorizes the Secretary of Defense to employ as many civilians as professors, instructors, and lecturers in the DAU as the Secretary considers necessary. The compensation of persons under this section shall be as prescribed by the Secretary.
  - b. DoD Directive 5000.57, "Defense Acquisition University," October 22, 1991, delegates authority for establishing civilian personnel policy, programs and rates of pay for civilian members to the Under Secretary of Defense (Acquisition, Technology & Logistics) (USD(AT&L)) with assistance provided by the Under Secretary of Defense (Personnel and Readiness) (USD(P&R)). This Plan provides the policy framework for this purpose and assigns responsibility for its implementation.
- 3. RESPONSIBILITIES AND ADMINISTRATION:**
  - a. The Civilian Faculty Plan shall be under the authority, direction, and control of the USD(AT&L), who shall obtain the advice of the USD(P&R) pursuant to DoD Directive 5000.57, "Defense Acquisition University."
  - b. The President, DAU (hereafter referred to as the President), shall be responsible for approving minor (nonsubstantive) changes to this Plan. Substantive, or policy, changes to this Plan shall be submitted to the USD(AT&L) for approval.
  - c. The Provost, DAU (hereafter referred to as the Provost), is responsible for executing this Plan. The Provost shall develop necessary operating guidance and procedures necessary to implement this Plan, consistent with the policies and delegations of authority established herein, and by the President.
  - d. Except as otherwise provided in law or applicable governing regulations, all laws, rules, regulations, and procedures applicable to General Schedule and excepted service positions in the Department of Defense are applicable to positions held by civilian faculty members of DAU covered by this Plan. These include, for example, merit systems principles,

prohibitions against prohibited personnel practices, standards of conduct and prohibitions against conflicts of interest, performance management and appraisal, retirement benefits (under the Civil Service Retirement System or Federal Employee Retirement System, as applicable), health/life insurance benefits and provisions regarding annual and sick leave. Specific exclusions or exceptions are identified in this Plan.

#### **4. DEFINED RANK STRUCTURE:**

Covered positions are established in the excepted service and are excluded from classification standards established pursuant to chapter 51 of title 5, United States Code and from the Office of Personnel Management (OPM) implementation of those standards. Positions will continue to reflect occupational series consistent with OPM occupational groups and series of classes, but shall be characterized as Administratively Determined (AD) positions. The qualification statements listed below apply in lieu of position descriptions.

a. Comprehensive qualifications and characteristics for each level are described in Attachment 1. The President, DAU, may waive these requirements, on a case by case basis, when deemed in the best interest of the University.

(1) Level I: Requires working knowledge of a primary discipline and basic knowledge of acquisition with potential growth and development in teaching, professional and scholarly activities, and service to both the University and appropriate professional disciplines.

(2) Level II: Requires expert practitioner knowledge in one or more disciplines of acquisition management and/or other professional areas and faculty knowledge of basic research and consulting skills.

(3) Level III: This rank reflects further faculty expertise of the integrative knowledge of acquisition management disciplines (or advanced professional stature), scholarship, successful teaching competencies, and more complex research and consulting.

(4) Level IV: There are two potential sets of criteria for advancing to Level IV. The first set of criteria applies to faculty advancing to Level IV. Demonstration of an exceptional level of achievement in both performance and accomplishments and the agreement with the Commandant/Campus Deans is required. It is expected that only a few truly outstanding faculty members will meet the rigorous standards set for this level. The second set of criteria **only** apply to individuals who are **not** current DAU Faculty. This set of criteria recognizes the exceptional professional accomplishments of an individual in his or her career prior to joining the faculty. The criteria apply to individuals who have held senior executive acquisition-related positions in the government or in the commercial or private sector.

b. The Provost may, from time to time, recommend to the President, DAU, for the President's approval, revisions to the standards in Attachment 1 as the needs of DAU change. Changes to the Levels established in this Plan must be approved by the USD(AT&L).

- c. The rank of a faculty member is not affected by assignment to such managerial and administrative responsibilities as Department Chairs and Deans.

## **5. APPOINTMENT/REAPPOINTMENT:**

- a. 10 U.S.C. § 1746 provides authority for the Secretary of Defense to employ as many civilians as professors, instructors, and lecturers in the defense acquisition university structure as the Secretary considers necessary. Provisions of title 5, United States Code, and governing OPM regulations regarding staffing, selection, and appointment to positions in the excepted service apply to selections and appointments made under this Plan, except as specifically stated herein. The Provost is the final approval authority for selection of faculty.
- b. All appointments of new civilian faculty members, not currently employed at DAU at the time this Plan is approved, shall be made under the provisions of this plan pursuant to 10 U.S.C. § 1746 with the appointing authority under 5 Code of Federal Regulations, Schedule A. Initial appointment for a full time faculty member shall be for a period of four years. Coincident with the first annual review an extension of one year beyond the initial four year appointment may be recommended to the Provost by Commandant/Campus Deans along with future professional development requirements. This maintains a renewing four-year contract. At subsequent annual reviews, further extensions may be recommended. In those instances where the Provost does not extend an appointment beyond the initial four-year appointment, further consideration is given at subsequent annual reviews for extension. If a faculty member is not extended, this decision may be appealed to the President. The President is the final decision authority for all extension appeals. [Title 5, Section 4303, "in the excepted service and covered by subchapter II of chapter 75, and who has been reduced in grade or removed under this section is entitled to appeal the action to the Merit Systems Protection Board under section 7701"]
- c. In determining whether to extend a faculty member's current appointment or to reappoint a faculty member, the Provost shall apply the following factors:
  - (1) Needs of the DAU (specialized and/or generalized with tailored emphasis for teaching, consulting, and research).
  - (2) Long term benefit to DoD.
  - (3) Functional competence and currency.
  - (4) Managerial competence.
- d. A probationary period of one year is required for new appointments into Federal service. Previous continuous Federal service of one year meets this requirement.

## **6. ADVANCEMENT IN RANK:**

- a. This Plan establishes the DAU Faculty Evaluation Board (the Board), to review the qualifications of faculty members for advancement. The Provost shall appoint members to the Board, based on the following criteria. The Board shall consist of at least five members, including the Chair, and may consist of such additional members as the Provost determines are required to conduct the business of the Board. In addition to the Chair, there must be at least one member from each of the four DAU Campuses [DAU-DSMC Ft Belvoir, DAU Ft Lee, DAU Norfolk and DAU Wright-Patterson]. The Board members must be qualified and serving at Level III or IV, in addition, there will be one, at-large, board member selected by the President qualified and serving at Level I or II.
- b. The Board shall meet at least annually at the call of the Chair. Candidates are expected to submit qualification portfolios through the appropriate Commandant/Campus Dean for forwarding to the Board with recommendations that succinctly describe their professorial competencies and achievements for each of the five professorial qualification categories listed below.
- c. In making its recommendations, the Board shall evaluate each candidate based on the following five professorial qualification categories: subject matter (experience & education), teaching, research, consulting, and managerial & service. The Provost shall establish the guidelines and procedures for rank evaluation to be used by the Board, consistent with this Plan. The Board shall recommend advancement in rank decisions to the Provost for decision. Faculty members may appeal any rank decision to the President. The President is the final decision authority.

## **7. SALARY/PERFORMANCE ADMINISTRATION:**

- a. Faculty Pay Scale: The DAU faculty pay scale has 25 equally spaced steps arrayed into 4 overlapping ranges corresponding to professorial ranks Level I, Level II, Level III, and Level IV. The maximum pay is limited to the pay of the second step of the Senior Executive Service (ES-2). The initial base pay scale is in attachment 2. Adjustments to the faculty pay scale shall be commensurate with the annual adjustments to basic pay established pursuant to chapter 53 of title 5, United State Code, for positions in the General Schedule, and will be approved by the USD(AT&L). Locality-based comparability adjustments will be added to the base pay scale in accordance with OPM Locality Rate Pay Tables.
- b. Entrance Level Pay: A candidate will be placed at a level commensurate with their qualifications. The respective Campus Dean/Commandant shall discuss the basic rate of pay (step) with each candidate for the position (including those currently in the federal service). Based on recommendations by the Campus Dean, the Provost shall set or approve the final offer that may be made to the selectee for the position.
- c. Pay upon advancement in rank (professorial ranks): A faculty member will receive one step increase or the lowest step of the higher level, whichever is greater.
- d. Annual Faculty Performance Report: Evaluation of a faculty member's performance is governed by chapter 43 of title 5, United States Code. The faculty evaluation system is a



Pass/Fail system under the management of the Provost. The performance aspect of a faculty member must remain at or above 60% of the total points allocated to the achievement categories as described under Factor III in the Annual Faculty Activity Report.

(1) A faculty member's performance will be evaluated based upon a review of the member's performance against the following criteria: objective increases in capabilities, knowledge and abilities achieved through continuous improvement in professional development such as case development/writing, increased responsibility in managerial and/or service, contributions in advancing the objectives of the DAU Strategic Plan and sustained contributions/achievements for teaching, research, consulting and/or in service to the University during the review period.

(2) Annual Salary Review: The Provost shall establish the procedures for the awarding of steps, consistent with the performance management system. The Provost may grant a faculty member an increase of more than one step, based on an evaluation of the faculty member's performance, only with the approval of the President, DAU. The Provost shall make allocations of merit pay steps and bonuses consistent with merit system principles.

(3) Remediation and termination: These issues are Governed by title 5, United States Code. The continuing competence of faculty members shall be subject to review at all times. In those rare cases when performance falls below the passing level *[as defined above]*, the faculty member shall be advised of deficiencies, and counseled. If performance problems continue, a performance improvement plan shall be provided to the faculty member. A reasonable time shall be provided to fully meet performance requirements. Action, possibly including reduction in pay, reassignment to a lower rank, and/or termination, will be taken through adverse action procedures when faculty members do not meet performance requirements, under the provisions of either Chapter 43 or Chapter 75, United States Code.

e. Managerial and administrative duties: When a faculty member is selected for a managerial or administrative assignment, the Provost may grant an increase of one step in salary, not to exceed the maximum step for the faculty member's defined rank. This determination will be based on the relative increase in responsibilities and the anticipated length of the assignment. On return to non-managerial or non-administrative work, there shall be no reduction in salary.

f. Incentive Awards: Provisions of chapter 45 of title 5, United States Code, apply.

## **8. CONVERSION:**

a. Pay on Conversion: For initial conversion of civilian DAU faculty members [from competitive service positions or other positions established pursuant to title 5, United States Code] to positions under the Faculty Plan, the Commandant/Campus Deans will review each candidate individually to establish the appropriate pay level based on the candidate's knowledge, skills, and achievements as called out in each of the qualification areas.

(1) The level will be recommended by the Commandant/Campus Deans, and

approved by the Provost.

(2) The step will equate to the closest step, without a loss in pay, reflecting the faculty member's current salary. The Annual Salary Review will be conducted concurrent with the conversion of each faculty member, except for the faculty at DAU Defense Systems Management College. Civilian faculty members' rates of pay shall not be reduced as a result of the conversion to this plan.


(3) The offer made to a faculty member for conversion at the applicable level and step will be made in writing by the Campus Dean.

(4) Within 30 days following the conversion offer, the DAU faculty member may choose to convert to this plan, or to remain under the existing pay plan under title 5, United States Code, or appeal the offered placement level. If a faculty member appeals the recommended placement level, he/she must submit a detailed justification listing their rationale for entry into a higher level. The final decision will be made by the DAU, President.

b. Faculty members who have not converted to a position under this Plan may submit qualification portfolios for conversion to the DAU Faculty Plan during FY 01 and FY 02. Portfolios must be received prior to May 1 to be considered for that fiscal year. Subsequent to FY 02 the DAU Provost may announce an opportunity to convert and the process to be followed by those who choose to do so. Upon acceptance of an appointment under this Plan, the faculty member may not revert to the previous terms of employment.

c. For faculty members who do not choose to convert, terms of employment are unchanged.

**9. EFFECTIVE DATE.** This Plan is effective on the date signed below and shall remain in effect until terminated by the USD(AT&L).

  
\_\_\_\_\_  
Under Secretary of Defense  
(Acquisition, Technology, and Logistics)

\_\_\_\_\_  
Date

## **LEVEL I QUALIFICATIONS**

Candidates must demonstrate all of the competencies and achievements under each qualification area.

### ***SUBJECT MATTER QUALIFICATIONS***

#### **Competencies:**

- a. Expertise in primary discipline and knowledge of its relationship to other disciplines within the broader field of acquisition management with a minimum of four years experience in the primary discipline, either with the US Government or a private sector employer (Experience).
- b. Basic awareness of current developments in primary discipline (Education & Experience).
- c. Knowledge of an academic subject typically related to the primary discipline, or other related discipline within the field (Education).

#### **Achievements:**

- a. Undergraduate degree in an appropriate discipline (24 hours of this degree should be in business related courses).
- b. Demonstrated ability to achieve core requirements of membership in the Acquisition Corps within 12 months of appointment (Requirements are outlined in DoD 5000.52-M).
- c. Defense Acquisition Workforce Improvement Act (DAWIA) Level II certification in primary discipline for individuals coming from the DoD acquisition workforce, or ability to obtain DAWIA Level II certification in primary discipline within 18 months of appointment from outside the DoD acquisition workforce (Requirements are outlined in DoD 5000.52-M).

### ***TEACHING QUALIFICATIONS***

#### **Competencies:**

- a. A combination of education and/or experience sufficient to demonstrate the ability to learn the fundamentals of adult learning theory and contemporary education.
- b. A combination of education and/or experience sufficient to demonstrate the ability to learn fundamentals of instructional and facilitation techniques and evaluation tools.
- c. A combination of education and/or experience sufficient to demonstrate the ability to meet DAU teaching certification objectives within first year of appointment.

#### **Achievements:**

Communicates effectively with others orally and in writing.

## ***RESEARCH QUALIFICATIONS***

### **Competencies:**

A combination of education and /or experience sufficient to demonstrate the ability to perform research to tailor curriculum in the primary discipline.

### **Achievements:**

Can apply current knowledge of his/her field to develop and maintain curriculum materials in his/her discipline.

## ***CONSULTING QUALIFICATIONS***

As used in the Faculty Plan, the term “consulting” means generally funded activities performed primarily to provide advice or expertise on the application or implementation of existing theory, methodology, or technique for customers within the Federal Government, but external to the University. Funding may be provided by an external agency or included as part of the institution’s overall budget.

### **Competencies:**

A combination of education and/or experience sufficient to demonstrate the ability to learn fundamentals of content consulting within first year of appointment.

NOTE: All consulting at each level will be consistent with the requirements of DoD 5500.7, “Joint Ethics Regulation.”

### **Achievements:**

Demonstrated ability to provide technical assistance in the primary acquisition discipline.

## ***MANAGERIAL AND SERVICE QUALIFICATIONS***

Service to the university may include non-reimbursed activities to provide services beneficial to groups external to DAU but related to the institution’s mission. This may include activities performed at the direction of higher headquarters or requested by other organizations. Examples include conducting seminars, special projects, attending conferences, and participation in working groups or committees.

### **Competencies:**

- a. Ability to participate credibly in the planning and managing of special projects.
- b. Ability to participate credibly in IPTs.

### **Achievements:**

- a. Served as a member of an Integrated Product Team (IPT)
- b. Performed credibly as a special project team member.

## **LEVEL II QUALIFICATIONS**

In addition to Level I qualifications, candidates must demonstrate all of the competencies and achievements under each qualification area in order to be eligible for Level II.

### ***SUBJECT MATTER QUALIFICATIONS***

#### **Competencies:**

- a. Thorough knowledge of primary discipline and its relationship to other disciplines within the field of acquisition typically demonstrated by a minimum of six years experience (Experience).
- b. Thorough awareness of current developments in primary discipline, and its relationship to current developments in the other fields of systems acquisition management (Education & Experience).

#### **Achievements:**

- a. Progressively responsible positions in primary and/or related disciplines with at least six years of experience (teaching experience in DAU can be considered in meeting this requirement).
- b. Graduate degree in an appropriate acquisition, adult learning, or business discipline from an accredited academic institution.
- c. DAWIA Level III certification in primary discipline or related discipline for faculty from the acquisition workforce or ability to obtain DAWIA Level III certification within 18 months of appointment for faculty coming from outside the DoD acquisition workforce (Requirements are outlined in DoD 5000.2-M).

### ***TEACHING QUALIFICATIONS***

#### **Competencies:**

- a. Able to excite student interest, participation and achievement of learning objectives.
- b. Ability to apply fundamentals of lesson planning, instructional techniques and assessment tools.
- c. Ability to manage students and deliver curriculum within the DAU infrastructure in a distributed learning environment.

#### **Achievements:**

- a. At least two years of effectively demonstrated instructional experience and technique in DAU or other teaching environment.
- b. Demonstrated ability in the fundamentals of lesson planning, teaching methodology, and test construction.
- c. Demonstrated sound instructional techniques to include the use of current distributed learning technology for course delivery.

## ***RESEARCH QUALIFICATIONS***

### **Competencies:**

- a. Thorough knowledge of basic research issues and trends in the primary discipline.
- b. Thorough knowledge of sources of acquisition expertise at the DAU and elsewhere.

### **Achievements:**

- a. Demonstrated research knowledge. This can be accomplished through attending and completing the DAU basic research program or equivalent program.
- b. Conducted research on issues in an acquisition discipline resulting in a product such as special studies, course materials, or a published research paper.

## ***CONSULTING QUALIFICATIONS***

### **Competencies:**

- a. Knowledge of sources of acquisition expertise in DAU and elsewhere in the acquisition community.
- b. Knowledge of the fundamentals of content consulting.
- c. Knowledge of problem solving and group process tools used in the consulting process.

### **Achievements:**

Have provided sound technical advice in one or more acquisition-related disciplines to an IPT, program office, or in a similar setting in government or the private sector.

## ***MANAGERIAL & SERVICE QUALIFICATIONS***

### **Competencies:**

- a. Ability to plan and manage special projects.
- b. Ability to credibly participate in conferences.

### **Achievements:**

- a. Performed activities equivalent to a conference participant and special project manager.
- b. Continued participation in providing service to the University. Participation in professional societies and/or community activities (in accordance with DoD 5500.7-R, "Joint Ethics Regulation"), may be considered as part of this criteria.

## **LEVEL III QUALIFICATIONS**

In addition to Level II qualifications, candidates must demonstrate all of the competencies and achievements under each qualification area in order to be eligible for Level III.

### ***SUBJECT MATTER QUALIFICATIONS***

#### **Competencies:**

Advanced knowledge in primary discipline and thorough knowledge of its relationship to other disciplines within the broader field of acquisition, typically demonstrated by a minimum of eight years of experience (Experience).

#### **Achievements:**

- a. Held progressively responsible positions in the primary and related disciplines with at least eight years experience (teaching experience in DAU can be considered in meeting this requirement).
- b. Demonstrated professional development (at least six graduate semester hours from an accredited institution or equivalent in a DAWIA related field beyond the DAU Level II requirement).

### ***TEACHING QUALIFICATIONS***

#### **Competencies:**

- a. Ability to apply adult learning theory and contemporary education theory.
- b. Ability to apply advanced lesson planning, instructional techniques and assessment tools.
- c. Ability to ensure student interest, participation and achievement of learning objectives.
- d. Ability to deliver curriculum in a distributed learning environment.

#### **Achievements:**

- a. Certified by DAU to teach DAWIA Level II and Level III courses.
- b. Four years of demonstrated teaching excellence.
- c. Effectively demonstrated lesson planning, course material development, and assessment instrument development.

### ***RESEARCH QUALIFICATIONS***

#### **Competencies:**

- a. Advanced knowledge of research issues and trends in the primary discipline.
- b. Ability to apply advanced scientifically sound data collection procedures and complex research methodologies.

#### **Achievements:**

- a. Demonstrated advanced research skills and knowledge.
- b. Conducted research in an acquisition discipline resulting in published papers and presentations to professional organizations determined to be of excellent quality.

## ***CONSULTING QUALIFICATIONS***

### **Competencies:**

- a. Knowledge of basic elements of the consulting process.
- b. Knowledge of problem solving and group process tools (at least five tools) used in the consulting process.
- c. Ability to facilitate small groups.

### **Achievements:**

- a. Completion of DAU basic consulting skills program or equivalent program.
- b. Completion of three or more consulting projects with documented results. Any or all may be as part of a consulting team. At least one of these must involve process consulting.

## ***MANAGERIAL & SERVICE QUALIFICATIONS***

### **Competencies:**

- a. Ability to lead, develop and support well-qualified functional teams.
- b. Ability to determine customer expectations and level of satisfaction with products and services in area of primary discipline.
- c. Ability to represent DAU credibly at conferences, symposia and the like, consistent with the requirements of DoD 5500.7-R, "Joint Ethics Regulation".

### **Achievements**

- a. Demonstrated managerial and service excellence to the University.
- b. Participated as a team member, lead instructor, project leader, course director, department chair, or other significant DAU service activities, consistent with the Joint Ethics Regulations.



## **LEVEL IV QUALIFICATIONS**

In addition to Level III qualifications, candidates must demonstrate qualifications from the following list in either of two combinations in order to be eligible for Level IV:

1. Level IV in subject matter competencies and achievements teaching and two of the following: research, consulting, or managerial and service.
2. If an applicant does not meet the Level IV Educational requirements (doctorate), Level IV can be obtained by meeting qualifications in all other competencies and achievements in the remaining five qualification areas (subject matter-experience, teaching, research, consulting, and managerial and service).

A candidate's overall professional reputation will also be considered during the evaluation for academic rank.

### ***SUBJECT MATTER QUALIFICATIONS***

#### **Competencies:**

Expert knowledge of primary discipline and thorough knowledge of its relationship to other disciplines within the broader field of acquisition, typically demonstrated by a minimum of ten years of experience which can include teaching experience (Experience).

#### **Achievements:**

- a. Held progressively responsible positions in primary and/or related disciplines with at least ten years of experience.
- b. Earned doctorate degree or terminal degree in an appropriate discipline or comparable scholarship achievements from an accredited academic institution (Education).

### ***TEACHING QUALIFICATIONS***

#### **Competencies:**

- a. Ability to master teaching skills with diverse student groupings of class size (large and small) of experience (novice to expert), of grade (junior to senior), and learning styles.
- b. Ability to coach others to apply adult learning theory and contemporary education theory.
- c. Ability to teach others the fundamentals of lesson planning, instructional techniques and evaluation tools.
- d. Ability to coach others to excite student interest, participation and achievement of learning objectives.

#### **Achievements:**

- a. Six years of demonstrated teaching excellence.
- b. A combination of education and/or experience sufficient to demonstrate the ability to teach Executive Level (e.g., DAU 400 Level) Courses.
- c. Demonstrated mastery-level excellence in teaching skills with diverse student grouping and learning styles.
- d. Effectively coached others in adult learning theory and contemporary education theory.
- e. Taught others the fundamentals of lesson planning, instructional techniques and assessment tools.

## ***RESEARCH QUALIFICATIONS***

### **Competencies:**

- a. Ability to coach/mentor others to apply advanced, scientifically sound data collection procedures and complex research methodologies.
- b. Ability to conduct major research projects on key issues in acquisition.

### **Achievements:**

- a. Demonstrated ability to mentor others on research issues and trends in the field of acquisition management.
- b. Excelled as DAU researcher with a record over time of outstanding acquisition research as demonstrated by publications in both refereed and non-refereed professional journals and/or conference proceedings.

## ***CONSULTING QUALIFICATIONS***

### **Competencies:**

- a. Ability to apply problem solving and group process tools used in complex and significant consulting process.
- b. Ability to facilitate large groups.

### **Achievements:**

- a. Complete the DAU advanced consulting skills program or equivalent program.
- b. Completion of at least three significant process consulting projects (with major program offices, acquisition organizations, or equivalent organizations) with documented results. Any or all may be as part of a consulting team.
- c. Led at least one consulting team (may be one of the large system consulting projects in paragraph b, above) with documented results on your leadership role.

## ***MANAGERIAL & SERVICE QUALIFICATIONS***

### **Competencies:**

- a. Ability to apply state-of-the-art principles of leadership and management, including team building, within a major DAU product area.
- b. Ability to lead and manage highly diversified and well-qualified faculty teams.
- c. Ability to determine customer expectations and level of satisfaction with multi-functional products and services.

### **Achievements:**

- a. Excelled as team member, lead instructor, project leader, course director, department chair, or at other significant DAU service activities.
- b. Other examples of continued progress toward DAU executive development.

# Defense Acquisition University

## Faculty Pay Scale - 2000

### Base Pay (WITHOUT Locality Adjustment)

<u>Level I</u>		<u>Level II</u>		<u>Level III</u>		<u>Level IV</u>	
<u>Step</u>		<u>Step</u>		<u>Step</u>		<u>Step</u>	
1	49,356	3	55,162	7	66,774	11	78,386
2	52,259	4	58,065	8	69,677	12	81,289
3	55,162	5	60,968	9	72,580	13	84,192
4	58,065	6	63,871	10	75,483	14	87,095
5	60,968	7	66,774	11	78,386	15	89,998
6	63,871	8	69,677	12	81,289	16	92,901
7	66,774	9	72,580	13	84,192	17	95,804
8	69,677	10	75,483	14	87,095	18	98,707
9	72,580	11	78,386	15	89,998	19	101,610
		12	81,289	16	92,901	20	104,513
		13	84,192	17	95,804	21	107,416
		14	87,095	18	98,707	22	110,319
				19	101,610	23	111,200
						24	111,200
						25	111,200

Step 9 equals GS-14, Step 4

Increments are 4% of Step 9

Pay is limited to Senior Executive Service, Level 2